



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



April 26, 2012

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the two-month period of February 1, 2012, through March 31, 2012, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current FY 2011-12. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the two-month period of February 1, 2012, through March 31, 2012, was \$16,781,429. Seventy-six percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$4,060,140. During this two-month reporting period, CARP personnel filled 10,592 positions in lieu of operating with reduced line staff or expending overtime.

*A Tradition of Service*

The Department met its commitment to cut \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, through March 31, 2012, to 108,723.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing a continued significant reduction in productivity. Communications and Fleet Management Bureau reports that the Advanced Surveillance and Protection and the Mobile Digital Computer project has slowed significantly and they are experiencing one to two days of work lost per week due to CARPing. This is critical because the current Mobile Digital Terminals can no longer be repaired or replaced. Scientific Services Bureau reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the unavailability of overtime to cover behind staffing shortages, Records and Identification Bureau (RIB) reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete quality assurance checks for imaged records. RIB will cancel its participation in the annual command inspection due to personnel shortages, lack of personnel experience, and resource reallocation.
- Leadership and Training Division, including the Civil Litigation Unit (CLU), the Discovery Unit, and Field Operations Support Services (FOSS), report delays and the postponements of projects, tasks, and day-to-day duties. The CLU personnel are CARPing on a weekly basis, which is causing risk management issues, including the inability to gather documents and discovery in regards to high media profile lawsuits, processing of investigative reports, prepare and attend mediations, review new lawsuits, and follow-up on outstanding claims. FOSS was unable to research several proposed policy changes and training revisions, and was also delayed in reviewing inspection reports for several units. Bureau of Labor Relations and

Compliance reports a delay in providing information to a bargaining unit regarding two deputy grievances, a delay in assisting one unit commander regarding a coveted position selection, and internal delays in processing significant equity policy violation cases. Traffic Services Bureau reports delays in the investigation of fatal traffic collisions and a delay in gathering discovery to assist County Counsel with 60 active lawsuits.

- Homeland Security Division reports detectives from Transit Services Bureau have been delayed in conducting follow up on criminal cases in a timely manner and their pending caseloads have continued to increase. Special Enforcement Bureau was unable to assist with two high risk search warrants and one body recovery request. County Services Bureau has experienced delays in the assignment and the investigation of active criminal cases, and in the completion of required administrative work due to CARPing efforts of the unit commander, supervisors, and detectives. The remaining units are reporting delays in processing required reports and in completing force investigations.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases continue to increase significantly. CSD reports an increase in the number of unprocessed collections resulting in unrealized revenue. CARPing requirements and the inability to use overtime have caused delays in keeping up with the demand in requested services. At the Civil Management Unit, CARP requirements for sworn personnel, coupled with the inability to use overtime to handle the backlog of work assigned to the professional staff has significantly increased. The monthly average of process served by sworn personnel has decreased in activity by 11.2 percent. Due to CARPing requirements and the inability to use overtime to keep up with the demand of requested service, the average number of days to the first attempt at service from all process has gone up from 9 to 11 days. On average, the first attempt at service for Temporary Restraining Orders has increased from 3 to 5 days.
- Custody Division reports thousands of administrative and public safety hours have been lost due to CARPing of personnel. Overtime reduction efforts have decreased staffing and caused delays in the movement of inmates to State mandated recreation, medical appointments, inmate educational programs, court line, and the release line. Fewer available personnel has also resulted in less contraband searches of inmate housing areas, as well as delays in the processing of potential candidates for electronic release and the distribution of inmate mail. Administrative work such as evaluations, mandated inspection reports, and the processing of ACLU inquiries have also been delayed. Medical Services Bureau reports delays in responding to inmate medical complaints and in transferring inmates to State

prisons. The Inmate Reception Center (IRC) reports staffing shortages have caused delays in the release of female inmates, investigations into the suspected over detention of inmates, and the unscheduled closure of the IRC at times for "over the counter" booking from outside agencies. Inmate Services Bureau reports delays in processing inmate requests for enrollment in various educational programs and the recruitment of inmates for these programs.

- Field Operations Regions are continuing to report extended response times to calls for service. Field supervisor positions are left unfilled due to overtime unavailability and supervisors being CARPed into non-supervisory line positions. Station detectives have lost hundreds of investigative hours due to CARPing and parole compliance operations have been reduced. Data entry into various systems has been delayed due to the unavailability of overtime, impacting the timeliness and effectiveness of Department crime analysis.
- Detective Division reports hundreds of investigative hours lost due to the CARPing of investigators and supervisors. Follow-up on leads of active criminal cases, including homicide investigations, were postponed due to the curtailment of overtime and the investigators inability to complete them in a 32-hour work week. Due to lost investigative hours, there is a continued reduced level of continuity and efficiency of investigations.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a noticeable decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during FY 2011-12, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. CARPing was intended to be a temporary measure to meet budgetary curtailments over a 16-month period. Department personnel have embraced the reason for CARPing and have collaboratively made the program a success. However, it has taken a significant human toll on Department personnel, as well as the erosion of public safety. The Department will be unable to sustain the continuation of CARPing beyond the current fiscal year.

It must be the highest priority of your Board to restore critical funding to my Department's budget and eliminate the necessity to continue the CARPing program beyond the current fiscal year.

April 26, 2012

As always, I look forward to working with your respective offices in a collaborative manner during this period of continued budgetary uncertainty. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in blue ink, appearing to read "Leroy D. Baca". The signature is fluid and cursive, with the first name "Leroy" and last name "Baca" clearly distinguishable.

LEROY D. BACA  
SHERIFF